

EM EMPLOYEE MESSAGE

April 11, 2007

Since I last wrote you on February 5, when we released the fiscal year 2008 budget request, I have been busy with lots of help from many of you preparing for and testifying at three hearings as well as helping the Secretary prepare for his hearings. I was able to do some traveling with a visit the week before last to Las Vegas to meet with our site specific advisory board chairs and EM employees at the Nevada Site Office. I'd like to cover two major activities that occurred during this time period – the fiscal year 2008 budget request and our March senior leadership meeting.

In preparing for the budget hearings, we had a chance to reflect on 2006. Sometimes we get so caught up in day-to-day activities that we lose sight of the big picture. What we recognized was a year of tremendous accomplishments, one that needed to be broadcast so that our stakeholders and the Congress would recognize that the Environmental Management program, as complex as it is, is on the right path and can deliver on its commitments. So we incorporated into my oral testimony to Congress poster boards that illustrate the successes we have had at Rocky Flats, the Ohio sites, Savannah River, Oak Ridge, Paducah, WIPP, Idaho, and Hanford. I also had occasion to deliver several speeches to our stakeholders in which I included those slides. My written Congressional testimony and the slides associated with my speeches (for example our All Hands meeting with EM Headquarters employees on April 4) are available on the EM Portal at <https://edoe.doe.gov/portal/server.pt>.

As I have noted previously but cannot emphasize enough, the accomplishments that are illustrated in those photographs are the result of a lot of dedicated, hard work by you and those who have worked in the EM program and the other support offices in the Department. I look forward to working with you as we continue this momentum for future successes.

The theme of our FY 2008 budget request is “Solving Cleanup Challenges Through Risk Reduction.” As we developed the request, we focused on applying the proposed funding to safe, cost-effective, prioritized risk reduction and environmental cleanup. To ensure that we are getting the greatest value and performance for the requested funding, we have highlighted the management initiatives we are implementing, particularly in the areas of human capital, safety, acquisitions, and project management. The risk priorities we established are:

- Conduct safe operations;
- Fully establish the disposition capability for radioactive liquid tank waste, special nuclear materials, and spent nuclear fuel;
- Dispose contact-handled and remote-handled transuranic waste and low-level radioactive waste;
- Continue to remediate higher risk contaminated soil and groundwater; and
- Decontaminate and decommission facilities no longer needed.

Regarding human capital, I am pleased to announce that we are well on our way to filling our first class of career interns. The EM Career Intern Program is designed to attract college graduates who will undergo a structured developmental program for a period of two years. The interns will have technical training, rotational assignments, and experiences in a variety of functional programs and program support areas at Headquarters and the field. After successful completion of the 2-year program, the incumbents will then convert non-competitively to positions throughout EM. These interns represent the next generation of EM's workforce and leadership.

In the safety arena, we note that our safety statistics are well below the industry norm, are better than the DOE average, and continue on a downward trend. For the last quarter of calendar year 2006, EM's *total reportable case rate* (per 200,000 work hours) was 0.8 versus 1.3 for the Department and for *days away* 0.4 versus 0.5 for the Department. I often say statistics are a good indicator of our site and corporate focus on safety. But the bottom line objective is not the statistic – it is to have each worker go home at the end of the day the same as when they came to work. So with safety, we can never relax our vigilance.

As I reported in my November 2006 message, shortly after our October leadership meeting, we identified four areas in which we could make EM a higher-performing organization. We established work groups for each area as follows with the leaders noted:

- Communications – Mark Gilbertson (HQ) and Bill Spader (SR)
- Roles, Responsibilities, Authorities, and Accountability – Sandra Waisley (HQ) and Shirley Olinger (ORP)
- Business Practices – Jack Craig (EMCBC) and Steve Cuevas (HQ)
- Embrace Diversity (Human Capital) – Yvette Collazo (SR) and Cynthia Anderson (HQ)

At our most recent leadership meeting in March, the teams reported on their progress. The leadership meeting agenda, team presentations, and the associated action plans can be found on the EM Portal in the Leadership Meetings and EM Organizational Improvement Initiatives subfolders of the Administrative Folder. We must now move to action plans. We agreed at the leadership meeting that membership on the teams should be open to all EM employees. I encourage you, after reviewing the presentations and action plans, to contact the work group leaders noted above if you are interested in participating on any of the teams.

We also developed a framework for EM leadership by which we believe EM should operate. It confirms that as leaders we are part of a team responsible for the success of EM's mission, for the health of the EM organization, and for the well being and growth of our employees. In order to accomplish this, we will foster a positive learning environment, for both successes and setbacks, where people are comfortable in raising issues, knowing that they will be heard. Finally, we will solicit feedback from and respectfully offer feedback to both our fellow leaders and our employees.

Have a pleasant Spring and I hope to see you either here at headquarters or on one of my visits to our field sites.

Regards,

Jim